

Exhibit 48

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Staffing Help

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Leveling (go/leveling)

Leveling overview

◀ Next: Selecting proposed level and appropriate rubrics ➡

 This site is restricted to P0Ps. You can direct Googlers to go/how-we-level, HC members to go/levelingforHCs, and hiring managers to pages on go/helpmhire (for general profiles, for specific roles).

We level based on the skills needed to do the job. Before hiring even begins, we know the skills required and scope of that job, which sets the limits for the level we offer a candidate.

During the hiring process, we then determine if a candidate is a match for an open role. When a role is open at several levels, we gather information throughout the hiring process to determine the level that's best for the candidate's skills.

What are levels?

Every group of related roles at Google (called a job family - e.g., Software Engineering, Program Management, and Staffing) is comprised of different levels.

A level refers to the scope and complexity within a role, and is defined by the knowledge, skills, and abilities that a Googler needs to perform the role well. Levels are on a numeric scale from level 1 through 7, with executive roles beginning after that.

A staffer's role in leveling

Ultimately, the Hiring Committee comes to an agreement that the candidate is a match for the role and level using a thorough and holistic review of the data we gather during the hiring process. This group decision may be reviewed by the Candidate Evaluation Strategy & Operations (CESO) team to make sure the candidate's offer is in line with similar offers and, as a final check for consistency, some offers may be reviewed by leaders who have a lot of experience with the role. (Learn more at go/how-we-level.)

As a recruiter, your role is key. You set the foundation for leveling decisions made in Hiring Committee, and you are responsible for making sure Hiring Committee has everything they need to make their decision. You will:

1. Work with the hiring manager to clarify expectations for open roles

If there's a hiring manager for the role, work with them to establish the minimum qualifications (MQs) and preferred qualifications (PQs) before posting the job opening. If the role is open to more than one level, establish the key differences between those levels. If the hiring manager isn't sure how leveling works for the role, give some guidance to help them find out - they can refer to the job ladder documentation, reflect on key differences pointed out during alignment sessions and talk to others who manage Googlers in the role.

Your goal is to get clarity on the role's scope, and find out if there's flexibility in the level (e.g., if the role can be scoped at a level higher than what's listed in the job opening for the right candidate).

Some hiring managers may focus on signals we don't use when we're designing roles or deciding if a candidate is a match for the level - like prestige of current employer, etc. When that's the case, talk to them about how leveling works and direct them to go/how-we-level as a resource. When you encounter strong opinions, reach out to your peers and manager for support.

Postings with a 3 level range that are used to recruit for multiple roles make it tougher for a candidate to know what the manager is really looking for. So as a best practice, encourage your hiring manager to get as specific as possible on their staffing request about details like level and encourage them to get clearer on the role if it feels too broad for you to effectively hire.

2. Set the proposed level and appropriate rubric before interviews begin

If the role is open to multiple levels and the candidate has met the MQs for the role, you'll take a few steps to choose the rubric for interviews. First, you'll use the rubric level guidelines and then you'll take a deeper look at the experiences that may contribute to a candidate's transferable skills to choose the proposed level, and the appropriate rubric level. Review detailed guidance to select rubrics.

If you're trying to decide between two levels, ask interviewers for their recommendations by telling them the levels you're choosing between and asking them to recommend a level based on their interview. If there's a choice to be made, choose the higher-level rubric so that interviewers can more easily consider the skills at that level and the one below.

Tip: Every time you're setting up interviews for a candidate, double check that the rubrics and proposed level set to the level you want interviewers to use as they evaluate the candidate.

Leveling (go/leveling)

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You'll need to summarize the reason you chose the rubric and proposed level in a leveling rationale if you decide to submit the candidate's packet to Hiring Committee.

3. Design the interview panel with leveling in mind

Think about the interview panel with leveling in mind, especially in cases where you're uncertain about the level for the candidate. It's a best practice and strongly recommended to design the panel to include at least two interviewers above the role's level to assess leveled attributes (GCA, RRK, and leadership) so you can have a clear indication of level from interviewers who know the role and ladder well.

4. Ask interviewers for leveling recommendations

Leveling recommendations from interviewers can give you a clear indication of the level for the candidate's packet submission and help Hiring Committee members make their decision.

First, identify interviewers who know the role well (e.g., someone who manages Googlers in the role and has done Perf calibration know the key differences between levels); you can find interviewer levels for most functions at [go/fin/interviewers](#) .

Then, ask them to recommend a level based on the candidate's interview performance against the expectations for the job family. Here are examples of what you can say:

If you're targeting one level	If you're targeting across two levels
"Please evaluate the candidate at level A, and make a leveling recommendation <input type="checkbox"/> if you're asked to submit full feedback. You can find the job family documentation [add appropriate link] here."	"We're considering the candidate for level Y or level Z. Please record a recommendation <input type="checkbox"/> based on your interview if you're asked to submit full feedback. You can find the job family documentation [add appropriate link] here."

Important note: Confirm that all interviewers are aware of the level or levels you're targeting for the candidate by adjusting the emails, interview invitations, and interview question guides that you send.

5. Adjust the rubric level before onsite, if needed

If the initial/phone interview suggests that the candidate should be evaluated at a different level, take that into account when you're choosing the rubric level for onsite.

The hiring/leveling process is designed for adjustments along the way, so don't hesitate to make changes to the targeted level if evidence suggests a different level is a better match. Remember, of course, that you're limited to the levels the role is designed for unless the hiring manager indicates there's flexibility.

6. Prepare the candidate packet - including a leveling rationale - for Hiring Committee to consider

It's your job to provide Hiring Committees and CESO with the information that they need to make holistic leveling decisions – their review is where the hiring decision, which includes leveling, is made.

Choose the level for Hiring Committee to consider

When you submit a candidate's packet to Hiring Committee, you'll need to recommend a level for them to consider using signals from interviews. If there's a hiring manager, guide them to use the expectations for the role to identify the level for the candidate. Then, choose the corresponding job code in the offer tab of gHire.

Explain the leveling rationale for both the interview rubric and the packet

As part of your leveling rationale, explain why you selected the interview rubric levels that you did and why you're submitting the packet at the level you chose.

Remember that while all leveling rationales should include certain elements, each one should feel unique to the candidate and not boilerplate. Hiring Committee relies on what you write to make decisions.

You can also ask the hiring manager to explain why they agree with the leveling recommendation in a statement of support . This may be helpful when there are conflicting signals about level in the packet, when a candidate may be qualified for a higher level but the role can't be re-scaled, or when the role requires technical skills that a hiring manager can assess more completely. You can send them to [go/HRMSOS](#) for more info.

Important: Although a role's level is used to define compensation, compensation should not determine level. It's critical that we assess a candidate's level independent of compensation so that we're making leveling decisions based on candidate qualifications and interview feedback (and we don't include compensation information in packets so that it's not used in decision making). Note that compensation for any level is a range, so if you have concerns about compensation for your candidate reach out to the Comp team.

Was this helpful?

Yes No

